

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Saris Cycling Group

Wisconsin Manufacturing Extension Partnership

Saris Cycling Group Boosts Throughput with 5S

Client Profile:

Saris Cycling Group is a manufacturer of bicycle racks, stationary cycles, training accessories and measurement equipment. The company employs 140 people at its facility in Madison, Wisconsin.

Situation:

Saris Cycling Group had attempted to implement 5S/Visual Workplace to create clean, well-organized workspaces, but the company didn't sustain the changes. Their determination for permanent change led them to the Wisconsin Manufacturing Extension Partnership (WMEP), a NIST MEP network affiliate, for assistance with material flow and floor layout.

Solution:

WMEP assisted Saris Cycling with the implementation of 5S/Visual Workshop in the company's press department. "Shadow boards, organized tools and labeled containers were created," said Wil Cox, WMEP's project manager. They also used visual management to color code tools and dies to match their storage locations. Saris also implemented point-of-use storage with dozens of press dies stored on one large row of racks against a wall. The company stored the dies according to products and presses to improve efficiency. "They broke down that long row of racks and put one or two racks by each press," said Cox. This reduced the amount of travel time for the dies, as well as time spent searching for specific dies. They also took into account the location of the tooling and dies in relation to the die shop, where those items are taken for maintenance.

Saris applied 5S/Visual Workplace to a second area where their Cycleops brand electronic products are made. The gains in efficiency enabled the company to bring back production of trainer frames they had outsourced to China. "We've gotten good enough here where we're been able to control cost increases, so we can do it cheaper in house than in China," said Mike Root, Saris' production manager.

In areas where the work has been done, "It's visually improved," said Bill Shager, executive vice president for Saris. "You could see the difference when they were done (implementing 5S/Visual Workplace). Things were more organized and there was a better layout." It was the involvement of employees that has sustained the improvements. "They actually did a lot of the layout and understood why it needed to be that way and be maintained. They really bought into it," said Root. Previous attempts to apply 5S/Visual Workplace didn't include employee input. "In the past, we might have someone with an outside group give suggestions," said Shager, "but the people that work in that area had almost no impetus to have it succeed. People support what they create. They built it, so they want to keep it going."

Results:

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- * Increased sales by \$5.2 million.
- * Reduced travel time by 80 percent.
- * Increased throughput by 30 percent.
- * Increased business by 22 percent.

Testimonial:

"With 5S/Visual Workplace, we're more organized. We can get the right parts here at the right time to fulfill orders."

Bill Shager, Executive Vice President